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Identifying knowledge management problems using a process-based method (a case study of process 137)

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Abstract:

Purpose – The aim of this paper is to develop, test and improve a method that draws upon business process improvement literature and combines it with knowledge management approaches for modeling and analyzing knowledge-intensive business processes. **Design/methodology/approach** – Analyzing and integrating previous meta models served in knowledge oriented business process researches, a preliminary meta model was developed for modeling knowledge-intensive business processes. Then an initial version of Proper Arrangement of Knowledge Management Processes (PAKMP) framework was developed according to the knowledge management processes approaches. Third round of interviews with process 137 members were conducted in order to test applicability and completeness of both preliminary meta model and initial version of PAKMP framework in order to improve them. In addition, a five-steps analysis method achieved through case study which is based on the application of both final Meta model and PAKMP framework. In fact, this five-steps method was applied in Tehran's Municipality which redounded to improve preliminary meta model and initial version of PAKMP framework and endorsed the applicability of the proposed method in real world. **Findings** – This paper has a contribution in enriching the literature related to integrating KM efforts and BPM efforts by presenting a five-steps analysis method and testing it in a real case. This method considers both KM and business process management points of view. **Research limitations/implications** – The general applicability of the method due to the weak generalization of the single case study is a limitation. **Originality/value** – This paper combines the advantages of the business process improvement and knowledge management approaches and suggests a practical method for modeling and analyzing the knowledge management status in knowledge-intensive business processes. After analysis, managers should put emphasis on improving the arrangement of KM processes for critical knowledge objects which led to improve the performance of knowledge-intensive business process through removing KM problems. The paper concludes by suggesting some topics for future research.

Keywords: Business process improvement, Knowledge management, Knowledge-intensive business process, Knowledge management processes, Process management, Iran

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